Intergovernmental and Aboriginal Affairs

Business Plan 1999-2000 to 2001-02

Accountability Statement

This Business Plan for the three years commencing April 1, 1999 was prepared under my direction in accordance with the Government Accountability Act and the government's accounting policies. All of the government's policy decisions as at February 18, 1999 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

David Hancock
Minister of Intergovernmental and Aboriginal Affairs
February 19, 1999

Vision

"A strong Alberta, open to the world, in a prosperous, united Canada, where the rights and aspirations of all Albertans are respected."

Mission

To lead the development of government-wide strategies and policies for Alberta's relations with other Canadian governments (federal, provincial and Aboriginal), the Aboriginal community, and international governments and organizations.

Core Business

Strong and effective government-to-government relationships are a key component in achieving Alberta's future well-being. The core business of the Ministry is to provide leadership in the management of Alberta's intergovernmental and Aboriginal relations.

To fulfil this leadership role, a coordinated Alberta strategy for intergovernmental relations is essential. This involves close cooperation with other ministries and strategic partnerships with public, private and Aboriginal organizations and Aboriginal communities.

The Ministry adds value by providing leadership and coordination and acting as a catalyst for action in the following areas of intergovernmental and Aboriginal affairs:

- Advancing Alberta's interests
- Coordinating Alberta's policies and activities
- Strategic advice and policy analysis
- Information (analysis and dissemination)

The Ministry also provides a number of government-wide services in the areas of: interpretation and translation; protocol; and the operations of Government House in Edmonton.

Clients and Partners

The Ministry serves the people of Alberta by working towards goals that advance the social and economic well-being of all Albertans. The Ministry's key clients are the Premier, Cabinet, Caucus, and other departments and agencies of the Alberta government.

The work of the Ministry involves partnerships with other governments in areas where we share a common goal. On some issues, the Ministry also works in partnership with Alberta organizations, institutions, and businesses.

The Ministry also cooperates with Aboriginal governments and communities, often working with them to have their requests and views heard within the Alberta government, and in turn working with other provincial departments on policies and positions related to Aboriginal people.

Building strong and cooperative relationships with our clients and partners in the areas of intergovernmental and Aboriginal relations is critical to the success of the Ministry.

Goals

The Ministry contributes to all three of the overarching priorities of the Government of Alberta: ***people, prosperity and preservation***. The Ministry's three key goals are:

1. **To secure benefits for Alberta as an equal partner in a revitalized, united federation.**

2. **To support Aboriginal people and governments in achieving self-reliance and enhanced well-being.**

3. **To secure benefits for Alberta from strengthened international relations.**

Goals/Strategies

Goal 1: To secure benefits for Alberta as an equal partner in a revitalized, united federation.

Outcome	Strategies
1.1 Effective participation by Alberta in the federation.	a) Advance Alberta's interests and ensure that Alberta priorities are addressed at intergovernmental meetings of Ministers and officials, and in intergovernmental agreements. b) Provide policy analysis and strategies and coordinate input from other Alberta ministries for Alberta's participation in First Ministers' meetings, Premiers' Conferences, and Ministerial meetings. c) Develop strategies and policy options, in conjunction with Alberta ministries to enable Alberta to receive a fair share of federal funding. d) Develop agreements and processes to ensure that no new national programs in areas of provincial jurisdiction are developed without provincial consultation and approval. e) Implement, in conjunction with Alberta ministries, "A Framework to Improve the Social Union for Canadians" in a manner consistent with Alberta's intergovernmental interests.

Outcome	Strategies
1.2 A federal system that better serves Albertans' needs.	a) Negotiate federal/provincial agreements through an approach that includes guiding principles and clear goals, clearly defined roles and responsibilities, a dispute resolution mechanism and reporting on outcomes to the public (i.e, fiscal policy and environmental management). b) Promote both interprovincial and federal-provincial solutions to improve the efficiency and effectiveness of the federation through the elimination of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of financial arrangements (fiscal rebalancing). c) Promote federal-provincial solutions to redesign federal-provincial financial arrangements including the Canada Health and Social Transfer (CHST), equalization and cost-sharing arrangements.
1.3 Effective leadership by Alberta that supports a strong and united Canada.	a) Develop a vision and principles for Alberta's role in a renewed federation to guide Alberta's intergovernmental relations. b) Develop policy recommendations and strategies on national unity and other related issues as they emerge. c) Act as a liaison between the Government of Alberta and the Francophone community of Alberta. Develop positions for Alberta's participation in national Francophone activities and intergovernmental meetings.
1.4 Canadian internal trade liberalization which promotes the freer flow of goods, services, capital and labour across Canada.	a) Coordinate Alberta participation in the Agreement on Internal Trade (AIT) to reduce barriers to trade, investment and labour mobility through negotiation with the federal government and provinces. b) Manage government-wide implementation of the Agreement on Internal Trade (AIT). Anticipate and prevent disputes. c) Manage complaints and defend Alberta's interests in AIT disputes. d) Consult and work with private and public sector organizations to pursue the benefits of freer trade. e) Work with other Canadian governments to reduce the use of investment incentives, which fiscally skew business decisions.

Goal 2: To support Aboriginal people and governments in achieving self-reliance and enhanced well-being.

Outcome	Strategies
2.1 Coordinated provincial approach to Alberta's relationship with Aboriginal people.	a) Develop a government-wide Aboriginal policy framework to ensure a constructive and consistent approach to relationships with Aboriginal governments and people, and to improve socio-economic conditions for Aboriginal Albertans. b) Develop government-wide measures on Aboriginal well-being. c) Develop policy and strategies to guide Alberta's participation in self-government discussions. d) Directly, and in conjunction with line departments, maintain the federal government's primary responsibility to Indian people by countering federal attempts to off-load its responsibilities. e) Promote government-to-government initiatives with Aboriginal governments. f) Assist provincial departments, the private and public sector in establishing and maintaining constructive relationships with Aboriginal communities and people. g) Acquire, prepare and distribute enhanced Aboriginal specific data for use internally, by provincial departments, Aboriginal governments and organizations, other governments and agencies, the private sector, academic institutions and the public. h) Provide funding and technical support to enhance the capacity of Aboriginal communities to manage their own affairs, and promote cross-cultural awareness and understanding.
2.2 Increased self-reliance and well-being of Aboriginal communities and people.	a) Encourage and help Aboriginal governments and organizations to develop policies, strategies and capacity to deliver programs and services within their communities. b) With the assistance of other Alberta ministries, promote opportunities for Aboriginal communities and the private sector to work together on initiatives that enable Aboriginal people to participate in educational and economic development opportunities.

Outcome	Strategies
2.3 Settlement of Indian land claims, in a way which is fair and equitable to all parties.	a) Proactively encourage the settlement of all outstanding land claims in a timely manner. b) Represent the province in all land claims negotiations with the federal government and First Nations and coordinate the participation of relevant provincial ministries. c) In cooperation with Alberta Justice, ensure that Aboriginal land claims litigation is appropriately managed.
2.4 Accountable, self-regulating, and self-reliant Metis Settlement governments.	a) Assist the Metis Settlements General Council to develop and implement Business Plans. b) With the Metis Settlements General Council, identify opportunities for greater federal government contributions to programs and services for Settlements. c) With the General Council, evaluate the progress towards appropriate governance models, management systems, and economic viability, for the Metis Settlements and for the General Council. Implement improvements to enable the phasing out of the Metis Settlements Transition Commission as soon as possible. d) Evaluate the mandate of the Metis Settlements Appeal Tribunal and if appropriate, expand the Tribunal's ability to resolve disputes.

Goal 3: To secure benefits for Alberta from strengthened international relations.

Outcome	Strategies
3.1 Strengthened Alberta intergovernmental relations with key foreign economic partners.	a) Promote the Alberta Advantage to foreign governmental decision-makers by identifying and developing specific programs for incoming international delegations and by planning missions abroad (e.g., Team Canada missions). b) Manage Alberta's transboundary relations with the United States and build and maintain alliances with key decision-makers (e.g., Western Governors' Association, Pacific NorthWest Economic Region (PNWER)) to facilitate the flow of goods, services and people, and improve transportation. c) Implement an action plan for Alberta government participation in assistance projects, in cooperation with the Alberta private sector and non-government organizations. The focus will be on improving governance structures in developing countries and emerging markets. d) Build effective strategic relationships (twinnings) and other agreements on economic cooperation, trade and investment. e) Work cooperatively with other Alberta ministries to clarify Alberta's international strategy (e.g. international governance projects, foreign trade missions, Alberta's international presence, twinnings, trade strategies, educational ties).
3.2 Expanded trade liberalization and foreign market access for Albertans through international trade and investment agreements.	a) Remove or reduce barriers to trade and investment through direct negotiation and by participating with the federal government in its negotiations to ensure Alberta's objectives are pursued. b) Develop a formal federal-provincial agreement for full provincial participation in Canada's negotiation of agreements that affect provincial jurisdictions or interests. c) Work with private and public sector organizations to pursue the benefits of freer trade. d) Manage government-wide implementation of the North American Free Trade Agreement (NAFTA), the World Trade Organization (WTO) Agreement and other agreements; anticipate and prevent disputes. *(continued . . .)*

Outcome	Strategies
3.2 Expanded trade liberalization and foreign market access for Albertans through international trade and investment agreements.	e) Coordinate Alberta's participation in WTO negotiations on issues involving provincial jurisdiction (e.g., environment, labour, agriculture, competition and business regulation, and services) and in other regional and multilateral negotiations (e.g., Free Trade Agreement of the Americas (FTAA), APEC). f) Manage disputes and defend Alberta's interests under NAFTA, WTO and other agreements.
3.3 Canadian foreign policies and positions which reflect Alberta's priorities and interests.	a) Advance Alberta's positions in Ottawa and internationally on priority issues (e.g., economic sanctions, agricultural trade liberalization, oil sands investment, visa issues and participation in international economic commission meetings).

Performance Measures/Indicators

Intergovernmental and Aboriginal Affairs has several methods of measuring its performance, including the following:

1. Reports on Ministry Performance (e.g., Annual Report, mission reports)
2. Comprehensive Client Satisfaction Surveys
3. Intermediate Outcomes or Progress Reports
4. Secondary Indicators
5. Polling data on the views of Albertans

1. Reports on Ministry Performance

Because the Ministry's outcomes are often long term, dependent on factors outside the control of the Ministry, and are difficult to present as quantitative data, the Ministry provides a detailed narrative record of its achievements and activities. The Annual Report documents the Ministry's accomplishments for each goal. This narrative outlines the intergovernmental and Aboriginal affairs outcomes and events with a view to assessing how they met Alberta's goals.

Other assessments are also done at the conclusion of major conferences, trade negotiations or missions to assess how Alberta fared in achieving its objectives.

2. Comprehensive Client Satisfaction Surveys

Another measure of outcomes for Intergovernmental and Aboriginal Affairs is stakeholder or client satisfaction. To achieve its goals, the Ministry works closely with Alberta ministers and ministries, and other organizations in the province. Through periodic surveys, the Ministry consults these clients for their evaluation of its contribution to advancing Alberta's priorities and positions.

The 1997 Client Survey indicated that both government and non-government clients consistently rate IAA at a high level of satisfaction with the services provided (4.1 versus 3.9 in the 1995 survey). The target level of 4.0 out of 5 was exceeded in the majority of services provided: Advancing Alberta's interests, Advice, Coordination, and Information. A further survey will be undertaken in 1999.

3. Measuring Intermediate Outcomes

The Ministry prepares status reports on major projects. Since these projects are multi-year ones, the approach of preparing regular progress reports or measuring intermediate outcomes allows governments and taxpayers to keep track of the progress of particularly complex, long-term issues. Examples of this approach are regular status reports that measure the implementation of the Agreement on Internal Trade and the progress of complaints and disputes under that agreement. Other examples are the regular Progress Reports to Premiers by the interprovincial Council on Social Policy Renewal, and communiqués from annual meetings of Premiers. The IAA departmental website will include regular status reports on preparations for and progress in domestic and international trade negotiations such as on the Agreement on Internal Trade, government procurement and services. The website will also provide an opportunity for reaction and comments from the business community and the public.

4. Secondary Indicators

The Ministry reports on a number of secondary indicators which track macroeconomic and socio-demographic trends. While these are not direct measures of the Ministry's performance, they do indicate the environment within which the Ministry is operating. Trade statistics, for instance, which provide an indication of how the province is faring in its export performance, are the result of many factors. In some cases, exports will increase because of fluctuations in the world price for commodities such as oil, gas or wheat, or in the value of the Canadian dollar. In other cases our trade performance reflects the aggressiveness of the Alberta private sector in opening up new markets. Some of the increase may be attributed to the efforts of the Alberta Government in removing the barriers to trade in key markets or opening doors to foreign decision-makers for our businesses by receiving foreign visitors. The Aboriginal socio-demographic trends provide valuable information on the needs of Aboriginal people in Alberta. This information assists provincial departments and agencies in developing policies, programs and services to meet the needs of Aboriginal people.

5. Public Polling Data

An important measure of how the Alberta government is performing in the areas of both intergovernmental and Aboriginal affairs is public polling data that measures the satisfaction level of Albertans with the performance of the provincial government in these areas. The polling data does not relate directly to the performance of the Ministry only, but tracks the performance of the government. However, the Ministry does play an important role in supporting the Premier and his cabinet colleagues in achieving these intergovernmental and Aboriginal goals.

The polling data is based on a regular national opinion poll conducted by Environics Canada, surveying the views of Canadians regarding the performance of their provincial and federal

governments. This is reported in the *Focus Canada Report.* Alberta's target is to maintain the government's public approval rating in federal-provincial relations on a par with the average of four other provinces (British Columbia, Saskatchewan, Manitoba, and Ontario). These provinces are used as a comparator as they are the provinces closest to Alberta in terms of geography, history, economic base, social patterns and approaches to federalism. Alberta's intergovernmental approval rating in 1997 was 74 percent. The four province average was 53 percent and the federal government rating was 36 percent.

A similar poll on Aboriginal relations shows an Alberta approval rating of 51 percent versus a four-province average of 32 percent.

Government-Wide Measures on Aboriginal Well-Being

Alberta Intergovernmental and Aboriginal Affairs studies indicate that by various socio-economic indicators, there is a significant discrepancy in the "well-being" of Aboriginal and non-Aboriginal people in Alberta. For example, while the Aboriginal population constitutes 6% of the total Alberta population:

- In 1996, 24% of the Aboriginal population, 15-24 years of age was unemployed (non-Aboriginal rate was 12%)
- In June 1998, 36% of the total Child Welfare Status caseload were Aboriginal children
- In September 1998, 36% of the adult (18+ years of age) offender population was Aboriginal
- The percentage of Aboriginal students who complete high school is 12 percentage points lower than for non-Aboriginal students.
- The percentage of Aboriginal students who attain a Bachelor's Degree or higher is 9.6 percentage points lower than for non-Aboriginal students.

Of significance is the data indicating the relative youth of the Aboriginal population. In 1996, 46% of this population was less than 20 years of age, compared to 29% for the non-Aboriginal population.

To significantly improve Aboriginal well-being and to increase Aboriginal self-reliance requires the efforts of the Government as a whole, working closely with Aboriginal people. Government-wide measures are important so that each department of government can evaluate its contribution to meeting this challenge.

Given these circumstances, the Ministry is developing a number of measures which would focus on the well-being of the Aboriginal population. The measures would track progress in improving several key indicators of socio-economic well-being. These could include health, educational attainment, and employment and income levels. Improving these conditions amongst the Aboriginal population will have both direct and indirect benefits. As socio-economic conditions improve, Aboriginal people's capacity for self-reliance will increase and they will become less dependent on government. Indirectly, Aboriginal involvement in the justice and child welfare systems will be reduced, and result in a corresponding decrease in the costs of programs and services in these areas.

Government-Wide Goals

Much of the Ministry's work relates to Goal 18 of the Government business plan: *Alberta will work with other governments and maintain its strong position in Canada.* The Ministry is also developing government-wide measures relating to Aboriginal well-being and self-reliance, which would involve most other ministries.

As well, the Ministry strategies contribute to the realization of the following government-wide goals:

Goal 2: Our children will be well cared for, safe, successful at learning and healthy (IAA outcomes1.2 and 2.2)
Goal 6: Alberta will have a prosperous economy (IAA outcomes 1.4, 2.2, 3.1 and 3.2)
Goal 7: Our workforce will be skilled and productive (IAA outcomes 1.4, 2.2 and 3.2)
Goal 13: Alberta businesses will increase exports (IAA outcomes 1.4, 3.1 and 3.2)
Goal 16: The high quality of Alberta's environment will be maintained (IAA outcome 1.2)

Cross-Government Initiatives

1. Aboriginal Policy Framework

IAA is working with other departments to develop an Aboriginal Policy Framework to guide the province's relationship with Aboriginal people. All 17 government departments are participating in development of the policy framework. The target date for completion of the proposed framework is March 1999.

2. Children's Services

IAA provides Aboriginal-specific advice and assistance to the partnering departments on implications for Aboriginal children, and has assigned one staff member to work part time with the Child and Family Services Secretariat.

3. Corporate Human Resource Development Strategy

IAA contributes to the Corporate Human Resource Plan for the Alberta Public Service by providing financial support for employee learning, ensuring processes are in place that foster continuous learning such as multi-level feedback, development of learning plans and supporting the use of co-op and internship opportunities for students.

Other Interdepartmental Initiatives

1. **Social Union**

   IAA will lead the implementation of "A Framework to Improve the Social Union for Canadians" within Alberta, working with other ministries. Implementation will address commitments relating to mobility, accountability frameworks, various reports to the Ministerial Council, and the dispute settlement mechanism.

2. **Federal-Provincial Fiscal Framework**

   In conjunction with Treasury, IAA is actively promoting the need for fiscal reform within Canada. Discussions at the Annual Premiers' Conferences, Western Premiers' Conferences and sectoral ministerial meetings such as meetings of Canada's finance ministers, have resulted in communiqués supporting Alberta's position. In addition, IAA reviews all intergovernmental agreements to ensure consistency with Alberta's objectives.

3. **Climate Change**

   IAA is a team member in the new partnership initiative with stakeholders to implement Alberta's climate change strategy.

4. **Coordination of Shared Services**

   IAA and Advanced Education and Career Development completed a shared service agreement on October 1, 1998 for human resource management, financial and administrative services.

   All information technology services (except strategic and business planning) for IAA are being delivered through a contracted-out vendor commencing September 1, 1998.

5. **Seniors' Policy**

   Intergovernmental and Aboriginal Affairs is working with officials from Community Development to provide input and advice into the long term strategy for seniors. IAA advice has been focused on providing information on the future potential direction of federal policies and programs affecting seniors and providing the linkages with the social union framework. IAA also advises on implications for Aboriginal seniors.

INTERGOVERNMENTAL AND ABORIGINAL AFFAIRS
MINISTRY INCOME STATEMENT
(thousands of dollars)

	Comparable 1997-98 Actual	Comparable 1998-99 Budget	Comparable 1998-99 Forecast	1999-2000 Estimates	2000-01 Target	2001-02 Target
REVENUE						
Internal Government Transfers	-	-	-	11,300	-	-
Other Revenue	23	-	37	-	-	-
MINISTRY REVENUE	23	-	37	11,300	-	-
EXPENSE						
Program						
Intergovernmental and Aboriginal Affairs	24,791	11,544	12,269	12,644	12,744	12,839
Metis Settlements Governance	12,356	12,506	12,488	11,806	11,806	11,811
Metis Settlements Legislation	10,000	10,000	10,000	10,000	10,000	10,000
MINISTRY EXPENSE	47,147	34,050	34,757	34,450	34,550	34,650
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
MINISTRY NET OPERATING RESULT	(47,124)	(34,050)	(34,720)	(23,150)	(34,550)	(34,650)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable 1997-98 Actual	Comparable 1998-99 Budget	Comparable 1998-99 Forecast	1999-2000 Estimates	2000-01 Target	2001-02 Target
Ministry Revenue	23	-	37	11,300	-	-
Inter-ministry consolidation adjustments	-	-	-	(11,300)	-	-
Consolidated Revenue	23	-	37	-	-	-
Ministry Program Expense	47,147	34,050	34,757	34,450	34,550	34,650
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**47,147**	**34,050**	**34,757**	**34,450**	**34,550**	**34,650**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(47,124)	(34,050)	(34,720)	(34,450)	(34,550)	(34,650)

Key Business Plan Initiatives

Projects	Details	Dates
Goal 1		
Social Union	• Implement "A Framework to Improve the Social Union for Canadians" agreed to by First Ministers on February 4, 1999. • Alberta will have to undertake a number of steps to implement commitments regarding mobility, accountability frameworks, various reports to the Ministerial Council, and addressing the dispute settlement mechanism.	1999-2000
Fiscal Federalism	• Negotiate new federal/provincial fiscal arrangements, in cooperation with Treasury and other departments so that federal and provincial revenues are more closely aligned with responsibilities.	Over next three years
National Unity	• Develop Alberta's response to potential referendum in Quebec and other emerging issues.	Over next three years
Institutional Reform	• Pursue initiatives to improve the functioning of the federation including reform of the Senate, other institutions and financial arrangements.	1999 to 2001

Projects	Details	Dates
Goal 2		
Aboriginal Policy Framework	• Develop a government-wide policy framework to guide the province's relationships with Aboriginal people.	By March 1999
	• Obtain Cabinet/Caucus approval and release to the public.	May 1999
	• Seek reactions to the proposed policy framework.	By September 1999
Alberta/Aboriginal Relationships and Processes	• Conduct sector-specific discussions under the Peigan/Alberta Protocol Agreement.	Over next three years
	• Ensure that sector-specific initiatives are established under the new Alberta/MNAA Framework Agreement.	Over next three years and beyond
	• Provide strategic advice into the federal/provincial/First Nations negotiations regarding the funding and delivery of social services to Indians.	Over next three years
	• Provide advice to various line departments regarding the application of the National Child Benefit Program to Aboriginal People in Alberta.	Over next three years
	• Strategic involvement with provincial departments on issues and initiatives impacting Aboriginal Albertans (e.g., Ambulance Services Act; Alberta Indian Tax Exemption Program; Co-operative Management Agreements; First Nations Child Welfare Agreements; Aboriginal Census; and, Regional Children's Services Authorities).	Over next three years
	• Negotiate an ongoing process and a National Aboriginal Youth Framework with provinces and territories, Canada and national Aboriginal organizations.	1999-2000

Projects	Details	Dates
Indian Land Claim Settlements	• Conclude the settlement of the Loon River Cree land claim settlement.	1999
	• Obtain "agreement-in-principle" for a settlement of the Salt River (Fort Fitzgerald) claim.	1999
	• Obtain "agreement-in-principle" for settlement of other claims as conditions permit (i.e., Fort McMurray, Fort McKay, Bigstone Cree and Lubicon).	Over next three years
Metis Settlements Transition to Self-Reliance	• Evaluate progress of the Metis Settlements to becoming self-reliant, self-governing communities and implement any necessary improvements so that the Metis Settlements Transition Commission can be phased out as soon as possible.	November 1998 - June 1999
	• Evaluate the mandate of the Metis Settlements Appeal Tribunal.	
	Potential amendments to the *Metis Settlements Act*: • regarding governance and management systems for the Metis Settlements and General Council. • regarding the role of the Metis Settlements Appeal Tribunal. • to implement the results of the Economic Viability Study currently being conducted.	Spring 2000
Aboriginal Self-Reliance Initiatives	• Focused activities to help Aboriginal communities gain long-term economic and social benefits (i.e. modeling for success, working with industry).	Over next three years and beyond

Projects	Details	Dates
Goal 3		
Effective, targeted international missions	• Coordinate Premier's international missions with Alberta Economic Development Authority (AEDA) and Economic Development. • Team Canada 1999 mission.	1999-2001 Fall 1999
International Cooperation and Governance	• Consult with private sector companies and non-governmental organizations and develop recommendations on Alberta's involvement in international governance project contract work.	Spring 1999
Special Relationships	Assess Alberta's sister province relationships in China, Japan, Korea, Russia, Latin America, and South Africa. • Pacific NorthWest Economic Region (PNWER) annual meeting in Edmonton. • Alberta mission to Kangwon to mark 25th Anniversary of twinning. • Alberta-Hokkaido 20th Anniversary – trade and friendship mission to Hokkaido, Japan.	Spring 1999 June 1999 Fall of 1999 2000
World Trade Organization	• Ensure Alberta's interests are represented in new World Trade talks focusing on agriculture and services. • Consult key industry and government stakeholders.	Next three years and beyond Next three years and beyond

Goals and Performance Measures

Goals	Outcome Measures Examples:	Intermediate Outcomes Examples:	Secondary Indicators Examples:
Goal 1: **To secure benefits for Alberta as an equal partner in a revitalized, united federation.**	• IAA's client survey measures client satisfaction with services • Record of key intergovernmental affairs achievements (e.g., annual report)	Communiqués from Premiers' Conferences. Progress Report to Premiers on Social Policy Renewal. Progress Report on Agreement on Internal Trade.	Polling data on views of Albertans regarding federal/provincial relations. Interprovincial trade statistics.
Goal 2: **To support Aboriginal people and governments in achieving self-reliance and enhanced well-being.**	• IAA Client Survey • Record of key Aboriginal affairs achievements	Number of Aborginal communities/ organizations delivering sector specific services. Percentage of self-generated revenues as part of Metis Settlement budgets. MOUs, protocols, framework agreements and other process arrangements negotiated and implemented.	Socio-economic indicators such as Aboriginal employment rate, income levels, educational attainment. Socio-economic data for Metis Settlement residents. Polling data on views of Albertans regarding Aboriginal affairs.
Goal 3: **To secure benefits for Alberta from strengthened international relations.**	• IAA Client Survey • Record of key international achievements, including reports on missions, international governance projects, and trade negotiations outcomes.	Progress on federal arrangements for provincial participation in international trade negotiations and implementation. Report on Premier's involvement on Team Canada missions.	International export statistics from Statistics Canada. Analysis of Alberta export statistics from Western Centre for Economic Research.

Growth Summit Responses

The work of the Ministry contributed to the Government of Alberta's response to a number of the items raised by the Growth Summit of 1997, particularly on the following overarching issues:

People Development

Recommendation #3 (Education funding at a level which allows the provision of the high quality of education desired by Albertans).

The Ministry is negotiating a framework for Canada's social union which will improve the delivery of health and educational services to people. The Ministry is working with Advanced Education and Career Development and the federal government to ensure that student debt levels do not impede student participation and to ensure that the Millennium Scholarships are coordinated with provincial programs and priorities.

Recommendation #53 (Review welfare policies so that people trying to get off welfare do not lose benefits that prevent them from supporting themselves).
and
Recommendation #54 (Implement wage subsidy programs for low-income workers and promote labour force attachment)

The Ministry has worked closely with Family and Social Services to develop Alberta's position that shaped the National Child Benefit program and in development of the action plan for Alberta to implement it.

Health and Quality of Life

Recommendation #1 (Establish and maintain efforts to explore alternative sources of financing).

Alberta has led the campaign to insist on fair and equal funding from the federal government under the Canada Health and Social Transfer. IAA and Treasury are pursuing this goal in several federal-provincial forums.

Recommendation #17 (Reinvestment available in Alberta under the National Child Benefit program).

IAA is a member of the interdepartmental National Child Benefit Working Committee, which is currently planning reinvestment strategies for phase II of the program.

Infrastructure

Recommendation #4 (Ensure access to the electronic network for public sector providers and for those for whom the private sector will not provide)
and
Recommendation #5 (Maintain and enhance research infrastructure and initiatives (including both theoretical and applied research).

The Western Economic Partnership Agreement of 1998 will provide access for Albertans to the information highway by interconnecting Alberta's public libraries to the Internet. This agreement

will also facilitate joint funding of $17 million for technology and telecommunications initiatives.

Recommendation #31 (Reinstating Social Housing Programs for Seniors and Persons with Disabilities)
IAA is working closely with Alberta Departments of Family and Social Services, and Municipal Affairs in developing a national framework on disability income and supports.

Regulatory and Tax Issues

Recommendation #2 (Rail Deregulation and Interprovincial Trucking Harmonization).
The Ministry is working through Chapter 14 (transportation) of the Agreement on Internal Trade to harmonize trucking regulations and is working with individual Alberta businesses to pursue trucking complaints under the dispute resolution mechanism.

Recommendation #6 (Aggressive Stance on Trade Liberalization and Harmonization)
and
Recommendation #12 (Develop Aggressive Alberta Position for Agriculture Negotiations by the WTO and Seek Harmonization with U.S.). Much of the Ministry's activities under Goal 1.4 and 3.2 are directed towards creating opportunities for Alberta's exporters by removing barriers to trade, both tariff and non-tariff.

Within Canada, extensive consultations with industry are planned as part of the process to strengthen Chapter 9 (Agricultural and Food Goods) in the AIT. Internationally, Alberta has consistently advocated continued trade liberalization both multilaterally (e.g., WTO) and regionally (e.g. North American Free Trade Agreement, Asia-Pacific Economic Cooperation, Free Trade Area of the Americas). Alberta believes that Canada should seek comprehensive agricultural free trade with the United States with clear rules to resolve and prevent market access disputes.

Another round of WTO agriculture negotiations is scheduled to commence in late 1999. The WTO agriculture committee has already begun a process of analysis and information exchange to prepare for these negotiations. The Canadian negotiating strategy will not be finalized before mid-1999. Alberta will advocate an outward oriented approach to the negotiations and work against any movement toward a defensive, protectionist approach.

Recommendation #14 (Minimize Interprovincial and International Trade Barriers Impacting Capital Access).
The Agreement on Internal Trade (AIT) does not address trade barriers related to financial markets. However, the AIT does obligate parties to provide non-discriminatory treatment to investors of other parties. The Alberta government is pressing for a second round of AIT negotiations, with a priority area being financial markets.

On the international side, barriers related to financial markets are being considered in the World Trade Organization (WTO) financial services negotiations. The next round of WTO agriculture negotiations, scheduled to start in late 1999, will likely address export subsidy reduction, internal supports and operation of tariff-rate quota systems.

Framework for Policy Development and Management

Recommendation #14 (Ongoing Process to Involve Albertans in Decision-Making in their Communities).

IAA works closely with Family and Social Services on service delivery arrangement negotiations with First Nations. In addition, IAA participates on behalf of the Alberta government in consultative processes with various First Nations, Metis governments and organizations. The Western Economic Partnership Agreement in 1998 established an intergovernmental committee to coordinate a more effective delivery of programs aimed at building healthy, self-reliant communities.